



## THE INFLUENCE OF WORKLOAD, WORK DISCIPLINE, AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE AT THE KESBANGPOL AGENCY OF SOUTH SULAWESI PROVINCE

Aghnesia Carolina Siahaya<sup>1</sup>, Siti Haerani<sup>2</sup>, Fauziah Umar<sup>3</sup>

<sup>1</sup>Mahasiswa Magister Manajemen Universitas Hasanuddin. E-mail: [agnes.siahaya@gmail.com](mailto:agnes.siahaya@gmail.com)

<sup>2</sup>Dosen Magister Manajemen Universitas Hasanuddin. E-mail: [haeranisiti68@yahoo.co.id](mailto:haeranisiti68@yahoo.co.id)

<sup>3</sup>Dosen Magister Manajemen Universitas Hasanuddin. E-mail: [umar.fauziah@yahoo.co.id](mailto:umar.fauziah@yahoo.co.id)

### **Abstract:**

The performance of an organization is inseparable from the achievement of the performance of the employees in it. This study aims to analyze the effect of workload, work discipline, and work environment on organizational commitment and employee performance at the Kesbangpol Agency of South Sulawesi Province, both directly and indirectly. This research is a quantitative research which is research based on the philosophy of positivism, used to examine a particular population or sample. The type of analysis in this study is path analysis using SPSS software to process the data resulting from the questionnaire distribution. The results of the study found that workload has a positive but not significant effect on organizational commitment, work discipline has a positive and significant effect on organizational commitment, work environment has a positive and significant influence on organizational commitment, workload has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, the work environment has a positive but not significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, organizational commitment cannot mediate workload on employee performance, organizational commitment can mediate work discipline on performance employees positively and significantly, organizational commitment can mediate the work environment on employee performance in a positive and significant manner at the Kesbangpol Agency of South Sulawesi Province.

### **1. INTRODUCTION**

The development of an area cannot be separated from the stability of the area in terms of IPOLEKSOSBUDHUKAM because a region cannot carry out development if regional stability is not conducive. Therefore, development in the field of National and Political Unity is one aspect of national development that aims to strengthen unity and unity in the frame of the Unitary State of the Republic of Indonesia which is based on the noble values of Pancasila and the 1945 Constitution. In the implementation of programs and activities in the field of National Unity and Politics,

it must be carried out carefully, precisely and accurately so that a systematic and sustainable planning is needed

In accordance with Law No. 23 of 2014 concerning Regional Government where the Governor is the Deputy of the Central Government in the regions that carry out the functions of General Government and the OPD that carries out the duties of General Government is the National and Political Unity Agency, but in its implementation the National and Political Unity Agency is also involved in carrying out absolute and concurrent duties.

Therefore, in order to synergize programs and activities in the field of National Unity and Politics, the strategic plan (Renstra) of the National Unity and Political Agency of South Sulawesi Province for 2018-2023 must be guided and refer to the Medium-Term Development Plan (RPJMD) of South Sulawesi Province in 2018-2023 and Regulation of the Minister of Home Affairs Number 90 of 2019 concerning Classification, Codification, and Regional Development and Financial Planning Nomenclature.

This is a form of real effort in implementing the vision and mission of the Governor of South Sulawesi, namely: Innovative, Productive, Competitive, Inclusive and characterful South Sulawesi which is described in mission 1 and mission 4 which reads: 1. Realizing a service-oriented and innovative Government and mission 4 Realizing competitive, inclusive and Characterful Human Qualities.

Employee performance is related to the quality and quantity of work performed by employees or subordinates and is related to the condition of a subordinate or employee in a particular organization. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals (Arifin et al., 2016). Every organization must always strive so that employees have high enthusiasm and enthusiasm for work, because if the organization is able to increase morale and enthusiasm for work, many benefits will be obtained for the organization. In addition, it is necessary to make an effort to improve employee performance in each organization, it can be done by always fixing all the problems that exist in an organization (Arifin et al., 2016).

According to Makunegara in Arifin et al., (2016), performance is a means to improve employees who do not perform their duties well in the organization. Performance can also be interpreted as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

In the last 3 years, namely 2019 to 2021, show that in general, the value of employee SKP achievement in this government agency has decreased while in 2019 the average assessment result was 96.36 then in 2020 it decreased to 96.05 and in 2021 it decreased again to 95.46. The issuance of Government Regulation No. 46 of 2011 concerning Assessment of Work Performance of Civil Servants, requires every Civil Servant to compile Employee Work Targets (SKP). The high results of the assessment related to the achievement of the SKP seem to be not in line with the performance of employees that appeared during the pre-observation where there were several problems related to employee performance at the National Unity and Political Agency of South Sulawesi Province, among others, productivity about the elements used such as human resources, funds and infrastructure that are still inadequate, utilization of available resources such as facilities Work support such as

computers have not been optimized to facilitate work and the use of integrated applications and information systems to support work.

Assessment of prestasi kerja pegawai negeri sipil is a systematic assessment process carried out by the assessing officer on the work targets of employees and the work behavior of Civil Servants. The assessment of the work performance of civil servants based on Article 12 paragraph 2 of Law Number 43 of 1999 aims to ensure the objectivity of civil servant development carried out based on the work performance system and career system. The work performance of Civil Servants is directed as the control of productive work behavior required to achieve agreed work results. Assessment of the work performance of civil servants is carried out based on the principles of objective, measurable, accountable, participatory and transparent. The performance assessment is carried out directly by the governor and his staff as leaders in the South Sulawesi Provincial Government of which the Kesbangpol Agency is a part.

The process of achieving optimal employee performance is inseparable from the creation of organizational commitments owned by each employee. The importance of high organizational commitment should receive serious attention from the management of the organization. Organizational commitment is very important for a company to be able to carry out its operational activities effectively and efficiently (Jawindoe, 2012).

Furthermore, matters related to employee commitment to the South Sulawesi National Police Agency in total showed an increase in the results of the assessment of employee commitment for the last three years but there are still some employees whose commitment is at 70-80 which indicates that employees do not fully have commitment to their organization as found in the pre-observation there are still employees who miss work, arrive late and do not complete work according to the predetermined time for various reasons. Work delays are sometimes found so that there are indications that the organizational commitment of employees is still lacking even though the assessment results show high value. The next thing that shows the commitment of the employee organization is not optimal, such as there are still some employees who wander in the center of the crowd during working hours.

The organizational commitment of the apparatus is very important, because the apparatus that has a strong commitment to public organizations will display its best performance and be productive in developing the work charged by public organizations such as the South Sulawesi Provincial Police Agency. There is 1 employee whose organizational commitment assessment is still vacant in 2019 because the employee is a new employee who was active in 2020.

One of the keys to organizational success and the achievement of employee performance depends entirely on organizational commitment. Commitment to the organization is more than just formal membership; it includes a firm attitude and a willingness to pursue all things for the sake of the organization. Organizational commitment is a situation in which an employee is in line with a particular organization as well as the goals and desire to maintain membership in the organization (Robbins, 2015).

The existence of this opinion is supported by the results of Hafiz's research (2017) which states that organizational commitment has a positive influence on employee performance. However, in contrast to the results of research by Sriekarningsih and Setyadi (2015) and Alam (2020) which stated that organizational commitment and performance did not have a significant influence.

Organizational commitment is a type of employee behavior that indicates that individuals do not want to leave the organization. People have a feeling of belonging with the organization. An employee expresses his concern for the organization because the organization is favored by employees (Juniati, 2018). At the South Sulawesi Provincial Police Agency, there are still employees who lack organizational commitment, such as not following apples, jobs that are not completed in time, and employees who sometimes leave during working hours, and increase leave.

Quality human resources are one of the important factors to increase the productivity of government agencies. Employee performance is one of the determining factors for the success of the organization in achieving its goals. For this reason, the performance of employees must receive attention from agency leaders, because declining performance from employees can affect the overall performance of the organization. The most important resource in an organization is human resources, namely people who give their energy, talents, creativity and effort to the organization (Alkurni et al., 2020).

Workload is the amount of work that a person must complete in a certain period of time. Meanwhile, workload according to Tarwaka (2014: 106) is a condition of work with its job description must be completed by a certain time limit.

The workload of a person is already determined in the form of organizational work standards according to the type of work. Employee workload can occur under three conditions. First, the workload is in line with *the standard (balance)*. Second, the workload is too high (*over capacity*). Third, the workload is too low (*under capacity*). Workloads that are too heavy or light will have an impact on performance inefficiencies. Too light a workload means that there is an excess of labor. This excess causes the organization to have to pay more employees with the same productivity so that cost inefficiencies occur. Conversely, in the event of a shortage of manpower or a large number of jobs with a small number of employees employed, it can cause physical and psychological fatigue for employees. Finally, employees become unproductive because they are too tired (Astianto, 2014).

In order for an organization to operate efficiently and effectively, the organization or company must know the workload of its employees. If employees have higher abilities than the demands of the job, a feeling of boredom arises. But on the contrary, if employees have lower abilities than job demands, it will cause excessive fatigue (Juniati, 2018). The phenomenon related to employee workload that occurs in the Kesbangpol of South Sulawesi Province is the overloaded workload of employees due to the habit of delaying work, and minimal work time / *deadlines* in certain situations. The duties of the main functions and duties are not appropriate, other jobs are charged and do not correspond to *the job desk* and are sometimes divided by seniority where new employees tend to have a high workload.

Koesomowidjojo (2017: 19) stated that due to workload can increase worker fatigue in interrupting their work that is not in accordance with their physical and mental abilities can cause reduced work capacity and endurance so that it will decrease performance.

In an organization, it can achieve goals well if it has human resources who are responsible for their work. Sometimes employees' knowledge of existing rules, procedures, and policies is the cause of disciplinary action. In view of this, company management must make every effort to utilize its human resources to obtain discipline and high performance. Discipline is a tool for driving employees so that each job can run smoothly and well. Employee work discipline is one of the important

components for achieving company goals. In striving to improve work discipline, each organization always fixes all existing problems. In addition, organizations also need to know the factors that affect employee work discipline (N. Arifin, 2013).

Discipline in work carried out by humans as a resource with the task of completing the workload carried out by employees or employees in institutions or organizations is an absolute thing that must be carried out. Work discipline greatly affects organizational commitment and organizational performance, discipline is implemented to encourage employees to follow various standards and rules, so that misappropriations can be prevented. The main goal is to encourage self-discipline among employees to arrive on time (Yusnandi et al., 2022).

In general, the results of the employee discipline assessment in 2019, the general assessment results were 93.17 then in 2020 it was 93.28 and in 2021 the turn was 92.10. The assessment of employee discipline in the last 3 years is above 90, which means that in general it is good even though in this government agency there are employees who are disciplined but also still look undisciplined employees. The indiscipline of employees of the Bakesbangpol Agency of South Sulawesi Province can be seen from the presence of employees who attended late. Work habits that are monotonous or still cannot solve different problems, then the division of workload that is still uneven and leadership management that is still not good. Efforts to overcome the problem of suboptimal performance are internal efforts and external efforts. To make employees more disciplined, the level of disciplinary punishment for civil servants at the South Sulawesi Provincial Police Agency is divided into 3 categories, namely mild, moderate, and severe. A light disciplinary sentence may be an oral reprimand, a written reprimand, or a written statement of dissatisfaction. Sometimes the leadership or even the Governor does a trial in one of the areas in the South Sulawesi Provincial Government, somewhat the discipline of employees is maintained.

By arriving on time and carrying out tasks in accordance with their duties, it is expected that commitment and performance will increase, through discipline will reflect strengths, since usually someone who succeeds in his work is those who have high discipline. In order to realize the organization, the first thing that must be built and enforced in the company is employee discipline. So discipline is the key to the success of an organization in achieving goals (Sutrisna, 2009).

Every government agency always strives to create a pleasant work environment, because it will affect the improvement of the company's performance in carrying out its activities always paying attention to the factors that exist in the company, also must be aware of factors that exist outside the company or the surrounding environment. The work environment is everything around workers that can influence in work including lighting settings, rowdy voice control, workplace hygiene arrangements and workplace security arrangements (Wongkar et al., 2018).

Sofyan (2013) in his research found that the work environment affects employee performance. The opposite was discovered by Prabowo et al., (2018) where the work environment did not have a significant effect on employee performance.

Phenomena related to the work environment can be seen from the facilities of adequate work tools and routine *maintenance of* work support tools. In addition, there are also factors that hinder performance when viewed aspects of the work environment, namely unsanitary toilets, not bright room light, noise from outside and room temperatures that are sometimes hot in certain situations.

## 2. METHODOLOGY

This research is a quantitative study. Sugiyono (2017) stated that quantitative research is research based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is statistical quantitative with the aim of testing predetermined hypotheses. This research was conducted to determine the *Analysis of Workload, Work Discipline, and Work Environment on Organizational Commitment and Employee Performance at the South Sulawesi Provincial Police Agency*.

Population is the overall subject of study (Arikunto, 2010:173). Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2010: 115). The population in this study was 48 employees from 5 work units at the South Sulawesi Provincial Police Agency. The number of samples in this study was 48 or what is commonly called a saturated sample.

## 3. ANALYSIS AND DISCUSSION

### 3.1. The effect of workload on organizational commitment

The calculation result obtained the calculated t value for the workload variable is 0.078. Meanwhile, the sig value in the table is 0.939 because the sig is greater or more than 0.05, which shows that the workload variable has a positive and insignificant influence on organizational commitment. Thus, a hypothesis can be concluded that the workload has a positive and significant influence on organizational commitment which means that the increased workload variable will not affect the organizational commitment variable significantly. In the statement of organizational commitment variables, namely employees will work hard to maintain the good name of the agency, there are still respondents who say they disagree so that related to this can be known if they talk about workload and organizational commitment, the division of workload received by employees has not been able to increase organizational commitment from employees in this government agency. In addition, in this study, it can also be explained that when there is an increase in workload, the organizational commitment of the employees does not decrease or increase because the employees are accustomed and prepared for work conditions with high loads at a certain time.

The results of this study are not in line with the results of previous research from Arifin et al., (2016) which stated that there was a positive and significant influence between workload on organizational commitment.

One of the workloads in this government agency is to plan and formulate technical policies in the fields of ideology, insight into nationality and national character, domestic politics, economic, social, cultural, religious, and community organization resilience, as well as national vigilance and conflict handling coordinating and organizing technical guidance on supporting functions in the fields of ideology, national insight and national character, domestic politics, economic resilience, social, cultural, religious, and civic organizations, as well as national vigilance and conflict management; coordinate and organize the improvement of the quality of human resources in the fields of ideology, insight into nationality and national character, domestic politics, economic, social,

cultural, religious, and community organization resilience, national vigilance and conflict handling; Carrying out monitoring, supervision, evaluation and reporting on the implementation of technical policies in the fields of ideology, insight into nationality and national character, domestic politics, economic, social, cultural, religious, and community organization resilience, national vigilance and conflict handling.

Technically, the workload is heavy in certain situations such as in the run-up to the general election which requires commitment from employees for its realization. Workload according to Meshkati in Astianto (2014:5) can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. Given that human work is mental and physical, each has a different level of loading. Too high a loading level allows excessive energy use and overstress occurs, while too low a loading intensity allows for boredom and saturation or understress. Therefore, it is necessary to strive for the optimum level of loading intensity that exists between the two extreme boundaries and of course differs from one individual to another.

Workload is a condition of the work with its job description that must be completed by a certain time limit. Every job a person does is a workload for him, these burdens depend on how the person works so it is referred to as a workload. Meanwhile, workload according to Tarwaka (2014: 106) is a condition of work with its job description must be completed by a certain time limit.

### **3.2. The influence of labor discipline on organizational commitment**

The result of the calculation obtained the calculated t value for the labor discipline variable is 2,691. Meanwhile, the sig value in the table is 0.010 because the sig is smaller or less than 0.05, which shows that the work discipline variable has a positive and significant influence on organizational commitment. Thus, a hypothesis can be concluded that work discipline has a positive and significant influence on organizational commitment which means that when work discipline is improved, it will have a positive and significant impact on efforts to increase organizational commitment. Although most respondents agreed with the fact that employees in this government agency have done many tasks every day that must be completed immediately as an effort to improve work discipline and organizational commitment of employees at work. Work discipline is highly demanded in this government agency as a form of commitment to the organization directly instructed by the Governor of South Sulawesi Province who upholds the discipline of the work of its employees and sometimes before working hours, the governor as the leader has come to the workspace as an example that can be exemplified by the ASNs in this agency. New and long-time employees who have worked in this agency must demonstrate organizational commitment through disciplined behavior at work.

The results of this study support the results of previous research from Arifin et al., (2016) which stated that there was a significant influence with the direction of the positive relationship of work discipline to organizational commitment. Discipline in work carried out by humans as a resource with the task of completing the workload carried out by employees or employees in institutions

or organizations is an absolute thing that must be carried out (Yusnandi et al., 2022). Siagian (2013) explained that employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance.

Organizational commitment is a state in the member that further identifies it with the characteristics and goals of the organization and maintains its membership in the organization. For this reason, organizational commitment is the level of an individual's willingness to maintain their membership because of their suitability and interest in the goals and values of the organization. Organizational commitment has a significant contribution to achieving organizational goals and completing work in a short time, little effort and the lowest cost (Yusnandi et al., 2022).

### **3.3. The influence of the work environment on organizational commitment**

The result of the calculation obtained the calculated t value for the work environment variable is 2.532. Meanwhile, the sig value in the table is 0.015 because the sig is smaller or less than 0.05, which shows that the work environment variable has a positive and significant influence on organizational commitment. Thus, a hypothesis can be concluded that states that the work environment has a positive and significant influence on organizational commitment which means that when the work environment is improved, it will have a positive and significant impact on organizational commitment. This is inseparable from the work facilities available are quite complete and adequate even though some employees still show doubtful responses and do not agree with the condition that the facilities provided are quite complete and adequate. For some employees, the available work facilities are already complete, but for young employees, they sometimes think that the existing facilities have not kept up with the rapid developments, especially those related to technology facilities.

According to Nitisemo (2012:25), the work environment is everything that is around the worker and that can influence him in carrying out the tasks charged. Based on the quote, it can be concluded that the work environment is everything that is around the employee and that can affect him in carrying out the tasks he charges.

The results of this study are in line with the results of previous research from Ishak et al., (2021) which stated that in an effort to improve employee performance, the head of the South Sulawesi Provincial Police Agency office should be able to implement various policies regarding the work environment.

Organizations in addition to providing a work environment that is able to make employees to be able to work productively in providing services also require employees who have competence in carrying out their obligations responsibly and professionally so that *Good Governance* can be achieved (Kurniawati, 2019).

### **3.4. Effect of workload on employee performance**

The result of the calculation obtained the calculated t value for the workload variable is 2,710. While the sig value in the table is 0.010 because the sig is smaller than 0.05, which indicates that workload has a positive and significant



influence on employee performance. Thus, it can be concluded that the hypothesis that states workload has a positive and significant influence on the performance of staff which means that when the workload increases, it will have a positive and significant impact on employee performance. Employees who are accustomed to completing work with a high level of difficulty are found to be able to have an impact on improving performance in this government agency where the results of this study support the results of previous research from Yusnandi et al., which stated that there is an influence between disciplinary variables on performance. A similar thing happened in Kesabangpol, South Sulawesi Province, where it was seen that senior employees had good discipline and then transmitted to new employees who were placed in this agency.

Huey and Wickens in Afia (2013:4) define workload as a number of demanding tasks that must be done which usually have very large time constraints in which there are three aspects. First, the amount of work and the number of things to do. Second, the subjective time and experience aspects of employees are assumed that if the workload increases, the error rate also increases. Third, the mental and physical effort used by the employee reflects the response of an employee to his duties.

Based on Governor Regulation Number 27 of 2020 concerning the Position, Organizational Structure of Duties and Functions as well as the Work Procedures of the National Unity Agency and Politics, the National and Political Unity Agency has the task of organizing the preparation and implementation of regional policies in the field of national unity and politics based on the principles of decentralization, deconcentration and assistance duties. While the functions are:

1. formulation of technical policies of national unity including the development of national values, political and societal organizations and national resilience
2. coordinating the preparation of national unity planning including the development of national values, political and community organizations and national resilience
3. Guidance and implementation of tasks in the field of national unity including the development of national values, political and community organizations, as well as national resilience
4. Implementation of other duties assigned by the governor in accordance with his duties and functions

With such a workload, employees are expected to be able to provide optimal performance and performance which based on the results of this study shows a significant impact between workloads on employee performance.

The results of another previous study from Hartono et al (2019) showed that performance is a function of motivation and ability. Performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their role in the organization.

### **3.5. Effect of work discipline on employee performance**

The result of the calculation obtained the calculated t value for the labor discipline variable is 2,509. While the sig value in the table is 0.016 because the sig is smaller than 0.05, which indicates that work discipline has a

positive and significant influence on employee performance. Thus, it can be concluded that the hypothesis that states work discipline has a positive and significant influence on employee performance which means that when work discipline is improved, it will have a positive and significant impact on improving employee performance. Employees who always strive to be present at work on time before predetermined working hours are also one of the elements of discipline that are able to influence the improvement of employee performance in this research object. As instructed by the Governor of South Sulawesi Province that employees in this agency are required to be disciplined and swift in completing work both in quality and quantity. This applies to all employees, both new and senior employees with a longer working period and a more mature age.

According to Rivai and Mulyadi (2012) there are four (4) list perspectives that concern retributive discipline work discipline which means trying to punish people who do wrong, corrective discipline which means employees trying to help employees correct their inappropriate behavior, individual rights perspective which means employees trying to protect basic individual rights during disciplinary actions and utilitarian perspectives that focus on the use of discipline Only at a time when the consequences of disciplinary action outweigh its negative impacts.

The results of this study support the results of previous research from Alkurni et al., (2020) which stated that there was a significant influence with the direction of the positive relationship of work discipline on employee performance. Performance is the result of work in a certain period of time that indicates a person's level of achievement in meeting the goals of the organization. Individual performance can be measured based on dimensions or performance indicators (Subekhi and Jauhar, 2012).

### **3.6. Effect of the work environment on employee performance**

The result of the calculation obtained the calculated t value for the work environment variable is 0.048. Meanwhile, the sig value in the table is 0.962 because the sig is greater than 0.05, which shows that the work environment has a positive and insignificant influence on employee performance. Thus, it can be concluded that the hypothesis that states the work environment has a positive and significant influence on employee performance which means that work environment variables cannot have a significant influence on employee performance. In this research object, the relationship between fellow employees is well established has not been able to become one of the supporting indicators for the creation of a work environment that can support the creation of optimal performance. Although cleanliness in the office / workspace has been able to make employees comfortable at work, sometimes there are conditions where leftovers and places to eat are scattered on the workbench which is often done by relatively young employees sometimes interferes with the work process of other employees after a break but is only temporary and does not have a big impact on the performance of the employees as a whole.

The results of this study do not support the results of previous research from Putriyanti & Setiadi (2021) which stated that the variables of the work

environment had a partial significant effect on employee performance. The suitability of the work environment can be seen as a result over an even longer period of time. A poor work environment can demand more energy and time, and does not support the design of an efficient work system work environment, namely the atmosphere of the workplace atmosphere that is felt / experienced by employees when working together in a group / organization. A series of environmental circumstances that are perceived directly or indirectly by employees. To create a conducive work environment, of course, it is not just that it can be realized by the organization. Leaders in an organization must be able to provide encouragement to their employees to be encouraged to carry out their duties and be able to increase the productivity of the organization as a whole (Poakita et al., 2019).

The results of this study are not in line with the statement that every organization must always strive so that employees have high enthusiasm and enthusiasm for work, because if the organization is able to increase morale and enthusiasm for work, many benefits will be obtained for the organization. In addition, it is necessary to make an effort to improve employee performance in each organization, it can be done by always fixing all problems that exist in an organization (Arifin et al., 2016).

### **3.7. The effect of organizational commitment on employee performance**

The calculation result obtained the calculated t value for the organizational commitment variable is 2,708. Meanwhile, the sig value in the table is 0.010 because the sig is smaller than 0.05, which shows that organizational commitment has a positive and significant influence on employee performance. Thus, it can be concluded that the hypothesis that states organizational commitment has a positive and significant influence on employee performance which means that when organizational commitment is increased, it will have a positive and significant influence on employee performance. With the efforts of employees to work hard to maintain the good name of the agency, it is a separate impetus to be responsible for completing the work that has been given so that optimal performance can be created in this organization when its employees strive to commit to their organization. Employees who have a high organizational commitment to the South Sulawesi Provincial Kesbangpol office have generally shown good performance as shown in the data in the research background. The commitment to perform at its best for the organization is a spirit transmitted from senior employees to new employees in this agency.

Organizational commitment is a state in the member that further identifies it with the characteristics and goals of the organization and maintains its membership in the organization. For this reason, organizational commitment is the level of an individual's willingness to maintain their membership because of their suitability and interest in the goals and values of the organization. Organizational commitment has a significant contribution to achieving organizational goals and completing work in a short time, little effort and the lowest cost (Yusnandi et al., 2022).

Arifin et al. in Ardiansyah and Surjanti (2020) define organizational commitment as an attitude shown by employees by accepting the vision and mission of the organization and the values contained in the company for the benefit of the development of the organization where employees work. The influence that the company has on employees and fosters a sense of satisfaction makes employees happier when working at the company compared to individuals who receive unpleasant treatment at work.

Organizational commitment is the degree to which a person identifies himself as part of the organization's organization and desires to continue wanting to continue active participation in it (Badu et al., 2019). Jackson in Badu et al., (2019) that commitment ) that organizational commitment is the level of trust and acceptance of the workforce in the goals of the organization and having the desire to remain part of the organization. Mowday, Steers and Porter in Badu et al., (2019) say that organizational commitment as a strong desire to become a member of a certain organization, strives to conform to the wishes of the organization as well as certain beliefs and acceptance of the values and goals of the organization.

The results of this study support the results of previous research from Setyadi and Sriekaningsih (2015) which stated that organizational commitment affects performance improvement. Performance can be defined as the result of work achieved by a person or group of people in an organization. Performance is the result of work in a certain period of time that indicates a person's level of achievement in meeting the goals of the organization. Individual performance can be measured based on dimensions or performance indicators (Subekhi and Jauhar, 2012).

### **3.8. The effect of workload on employee performance through organizational commitment as a mediation variable**

The results of research at the South Sulawesi Provincial Police Agency found empirical facts that organizational commitment cannot mediate workload to employee performance significantly. The effect of workload on employee performance through organizational commitment as a moderating variable with a statistical t value of 0.075 while sig 0.46 indicates that organizational commitment cannot mediate workload to employee performance. The workload aimed at employees is not a reason not to commit to the organization or perform well because although the workload tends to be high in certain conditions and low in certain quiet periods it is not an excuse for employees not to commit or perform well. Organizational commitment and employee performance at the South Sulawesi Provincial Kesbangpol office did not decrease when there was an increase in workload.

In carrying out its main duties and functions, the national and political unity agency of south Sulawesi province cannot be separated from problems both internal and external that can hinder the implementation of tasks so that potential threats, challenges, obstacles and disturbances affect regional stability in south Sulawesi Province. Problems in the Field of Ideology, Insight into Nationality and National Character

- 1) The strengthening of primordialism in the administration of government, and the outbreak of the issue of regional sons in filling strategic positions in the local government environment
- 2) There are still uses of ways of expressing opinions that ignore / harass the symbols of the State, some even tend to be anarchist and there is still a tendency to attach more importance to the interests of the group than to the public interest.
- 3) The weakening of nationalism is characterized by low public understanding of the meaning of nationalism and nationalism insight
- 4) Increasing understanding of radicalism in the midst of society Problems in the Field of Domestic Politics
- 5) There are symptoms of politicization of religious values and beliefs  
The lack of optimal political organizations in providing political education for the community

Commitment is an important thing that must be optimized because it must be addressed in this agency because Arifin et al. in Ardiansyah and Surjanti (2020) define organizational commitment as an attitude shown by employees by accepting the vision and mission of the organization and the values contained in the organization for the benefit of the development of the organization where employees work. The influence that the organization has on employees and fosters a sense of satisfaction makes employees happier when working in the organization compared to individuals who receive unpleasant treatment at work (Biloshchystka et al., 2020).

The results of this study do not support the results of previous research from Juniati (2018) which found empirical facts that organizational commitment can intervene the influence of workload on employee performance.

### **3.9. The effect of work discipline on employee performance through organizational commitment as a mediating variable**

The results of research at the South Sulawesi Provincial Police Agency found empirical facts that organizational commitment can mediate work discipline to employee performance. The effect of work discipline on employee performance through organizational commitment as a moderating variable with a statistical t value of 1.807 is a sig of 0.03 which indicates that organizational commitment can mediate work discipline to employee performance significantly. The instruction from the governor as the highest leader at the provincial government level to pay attention to the discipline of employees at the South Sulawesi Provincial Police Department has yielded results where the direct effect on performance has shown good results and then when organizational commitment can also be maintained properly when discipline is observed so that it indirectly has implications for improving employee performance in this government agency. There are three forms of discipline according to Simmamora (2006), namely, as follows:

- 1) Managerial Discipline, everything depends on the leader from beginning to end.

- 2) Team Discipline, performance perfection boils down to dependence on each other and this dependence germinates from a commitment of each member to the entire organization.
- 3) Self-Discipline, where the sole executor depends entirely on training, dexterity, and self-control.

The results of this study support the results of previous research from Muhammad Harunan Rumoning (2018) which stated that the indirect relationship between work discipline and nurse performance through organizational commitment is significant.

Furthermore, performance can also be defined as the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned (Novriansyah et al., 2019). Performance development is a learning activity to meet general long-term needs. Development is seen as improving the quality of human resources through education and training programs to improve everything that is owned to improve for the better or bigger before. Human resource development means all efforts to improve so that the potential of these human resources becomes bigger, better, and of higher quality (Barus, 2018).

### **3.10. The effect of the work environment on employee performance through organizational commitment as a mediating variable**

The results of research at the South Sulawesi Provincial Police Agency found empirical facts that organizational commitment can mediate the work environment to employee performance. The effect of the work environment on employee performance through organizational commitment as a moderating variable with a statistical t value of 1.852 is a sig of 0.03 which indicates that organizational commitment can mediate the work environment to employee performance significantly. With efforts to maintain the conduciveness of the work environment, the habit of reminding each other of employees across ages and working periods to maintain the cleanliness of the workplace is something that makes employee performance can be improved, as well as organizational commitment that is maintained in a comfortable work environment will be able to have an indirect effect on improving the performance of employees of the South Sulawesi Provincial Police

Chao, Schwartz, Milton and Burge in Kurniawati (2019), who explained that an unhealthy and uncomfortable environment will reduce the level of productivity and morale of employees so that it will affect organizational goals. If the work environment is pleasant, encouraging employees to work more effectively affects organizational growth and economic growth.

The results of this study are not in line with the results of previous research from Muhammad Harunan Rumoning (2018) which stated that the indirect relationship between the work environment and performance through organizational commitment is insignificant.

## D. CONCLUSION

Based on the results of the research and discussion, the conclusions of this study can be described as follows:

- 1) Workload has an insignificant positive influence on organizational commitment which means that an increased workload variable will not significantly affect the organizational commitment variable at the South Sulawesi Provincial National Police Agency.
- 2) Work discipline has a positive and significant influence on organizational commitment which means that when work discipline is improved, it will have a positive and significant impact on efforts to increase employee organizational commitment at the South Sulawesi Provincial Police Agency.
- 3) The work environment has a positive and significant influence on organizational commitment which means that when the work environment is improved, it will have a positive and significant impact on organizational commitment to the South Sulawesi Provincial Police Agency.
- 4) Workload has a positive and significant influence on employee performance which means that when the workload increases, it will have a positive and significant impact on employee performance at the South Sulawesi Provincial Police Agency.
- 5) Work discipline has a positive and significant influence on employee performance which means that when work discipline is improved, it will have a positive and significant impact on improving employee performance at the South Sulawesi Provincial Police Agency.
- 6) The work environment has an insignificant positive influence on employee performance which means that work environment variables cannot have a significant influence on employee performance at the South Sulawesi Provincial Police Agency.
- 7) Organizational commitment has a positive and significant influence on employee performance which means that when organizational commitment is increased, it will have a positive and significant influence on employee performance at the South Sulawesi Provincial Police Agency.
- 8) Organizational commitments cannot mediate workloads on employee performance significantly at the South Sulawesi Provincial Police Agency.
- 9) The organization's commitment can mediate work discipline on employee performance positively and significantly at the South Sulawesi Provincial Police Agency.
- 10) The organization's commitment can mediate the work environment to employee performance positively and significantly at the South Sulawesi Provincial Police Agency.

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